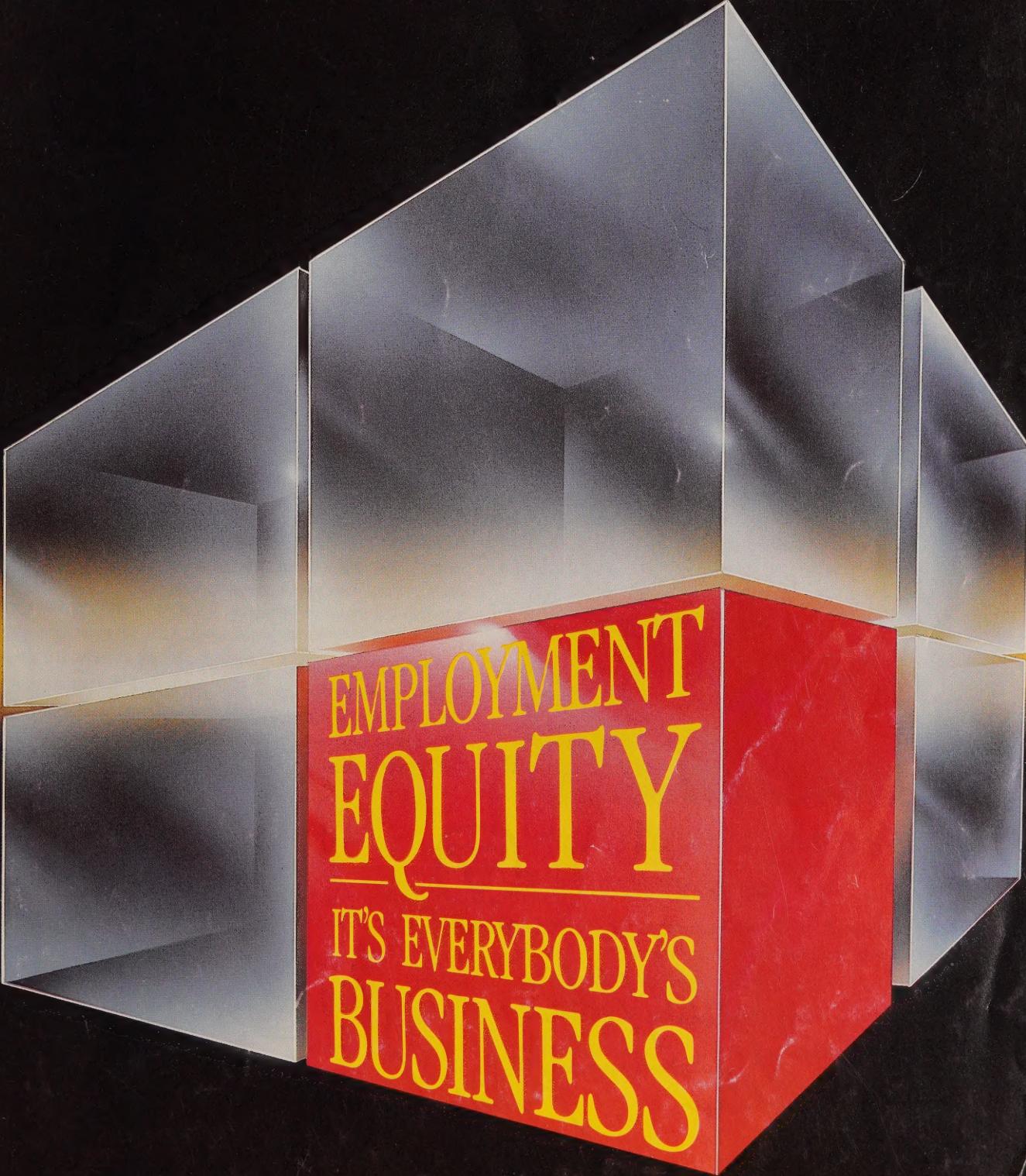


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Publications

1989 ACHIEVEMENT IN EMPLOYMENT EQUITY

AWARD WINNERS



EMPLOYMENT
EQUITY
IT'S EVERYBODY'S
BUSINESS

31761 116497926



This year we have come together to recognize those employers, unions, associations and community groups committed to employment equity. Our awards express the Ontario government's commitment not only to women in this regard, but to other designated groups who also have historically faced employment barriers — aboriginal peoples, people with disabilities and racial minorities.

This year's expanded Achievement in Employment Equity Awards reinforces:

- that women, racial minorities, aboriginal peoples, and people with disabilities possess skills and talents that enrich Ontario

- that employers, unions, and community groups learn from each other and support each other's goals;
- and that employment equity is a winning strategy, one that is about maximizing human resources and enhancing competitiveness, as much as it is about social justice.

This year's partnership initiatives illustrate a very important principle — that a collaborative approach will turn the ideal of employment equity into a reality, and that each of us has a stake in its success.



Shelley Collins *Bob Way*
Shelley Collins Bob Way
Berry Phillips *Mavis Wilson* *Dedrin*
Berry Phillips Mavis Wilson Dedrin

THIS YEAR'S WINNERS



Superior Performance Products (Canada) Inc.

“Nobody likes to come to work if it’s not enjoyable. As a small operation we’ve had the chance to get to know the employees and make policy that works for them and the company. We get loyalty and good productivity with this approach.”

Jim Donoghue

Manager

Superior Performance

Products (Canada) Inc. — Orillia

Bob Bouskill

Vice President

Superior Do-Ray Inc.

Newmarket



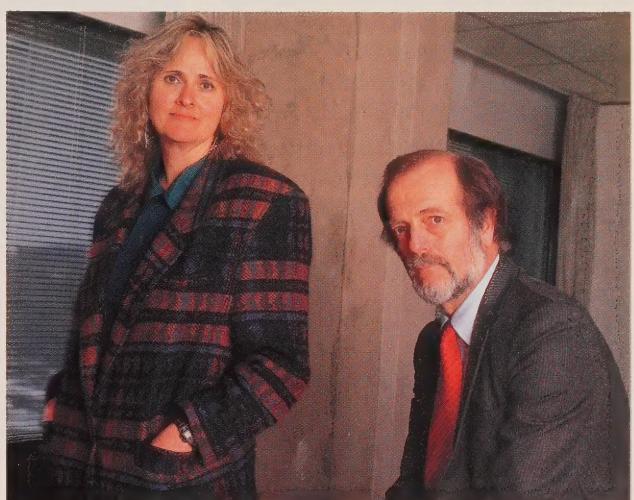
The Coalition of Visible Minority Women

“Being targeted as a group for special measures is not the same thing as being heard and taking action on our own terms. We knew we could not get where we want to go as visible minority women if we only accept someone else’s definition of our needs.”

Carmencita Hernandez (with executive members)

Chairperson

Coalition of Visible Minority Women, Toronto



Ryerson Polytechnical Institute and Faculty Association

“With a major employment equity initiative in place at Ryerson, we hope our example will stay with our graduates as they advance in a wide range of fields.”

Larry Gray

Vice President

Faculty and Staff Affairs

Ryerson Polytechnical Institute, Toronto

Jean Golden

Vice President

Ryerson Faculty Association



Urban Alliance on Race Relations and Social Planning Council of Metropolitan Toronto

Employment equity validates each person's potential to contribute to building our country, Canada. Individuals should be free to choose how they want to participate economically and socially—not have it decided for them by systemic barriers.

Kamala-Jean Gopie
President
Urban Alliance on Race Relations, Toronto

Jody Orr
Executive Director
Social Planning Council of Metropolitan Toronto, Toronto



Anigawncigig Institute

There is a native business network emerging, and much economic development work to be done in native communities. Direct training by and for aboriginal people helps spark and sustain enterprises that pursue authentic native goals.

Nan Belfry
Executive Director
Anigawncigig Institute, Peterborough

Marlene Brant-Castellano
Chair, Board of Directors



Ontario Federation of Labour

The labour movement has always stood for fair shares and justice, and the fight for employment equity is just a natural continuation of those principles.

Julie Davis
Secretary Treasurer
Ontario Federation of Labour, Don Mills



IBM Canada Ltd.

Employing people with disabilities requires a definite shift in thinking—from 'could disabled persons do these jobs?' to 'how can I make it possible for them to work here?'

Anita Ross
Vice President
Personnel
IBM Canada Ltd., Markham

Rich Newman
Manager
Employee Relations

A Superior Fit to Workers' Needs

When it opened an automotive lighting assembly plant on the Rama Reserve near Orillia eight years ago, **Superior Performance Products (Canada)** did not think employing native women and men would lead to anything unusual. Today this growing firm knows that alternative work arrangements can achieve great results for the company and the community.

More than 70 per cent of the staff are aboriginal peoples, and three quarters of these are women. There are over 50 employees. Maintaining this proportion of native employees is an ongoing objective, and native women are the particular focus. Before Superior located on the reserve, local native women's work opportunities were restricted to casual cleaning or food service.

"You have to be adaptable," says Donoghue. "We have tried many things, some of which worked, some of which didn't... and we will keep on trying new things." Perhaps it is the willingness to manage this way that sets this operation apart.

The atmosphere in the plant is busy yet casual. Employees appear comfortable in approaching Donoghue and other managers from head office with questions and personal requests. "I try to be more of a friend than a boss," says Donoghue and he is certain it pays off in employee loyalty.

The policies developed over the years here are small measures which add up to help employees balance paid work and family life. Most significant is the opportunity for employees to take summers off to care for their children, and return in the fall without penalty. As a side benefit, it opens up summer jobs for young people from the reserve.

Fridays the shop closes at noon, providing staff with an opportunity to do shopping and banking before the weekend, when children command parents' attention.

wanting to be able to see outdoors throughout the work day.

There is an established relationship between employer and community here which is unusual for so small a company. For example, the lines are shut down several times a month for hour-long information sessions by Band health workers, on topics ranging from AIDS to addiction. The community child care centre opens early to coincide with the plant's start time. The reserve school brings its holiday parties to the factory so parents can be involved.

These special measures were tailored for this one location. Superior Performance Products is a Canadian subsidiary of an American firm, and has more traditional employment conditions in its two other locations in Weston and Newmarket. Senior management enthusiastically support special local measures as long as productivity is maintained.

Where has unconventional thinking taken the Rama operation? Superior has tripled the staff (maintaining an average of 70 per cent native employees) at the Rama plant since opening there eight years ago; and its building, having grown to three times its original area, will be expanded again in the near future. Though this plant was originally intended for overflow production, it has been so successful that it has assumed almost all the company's production. Quality control reports are good and productivity increased in 1989.

When the Band built Rama Industrial Mall to attract employment for local people, Superior saw a good business opportunity. Now, years later, their aims have blended into a creative, mutually beneficial partnership for the company and the community.



Superior has maintained an average of about 70 per cent women on its staff since it opened here eight years ago.

But Superior changed all that because it hires unskilled workers and trains them on the job.

Jim Donoghue, the plant manager, is a non-native. His assistant supervisor and all the lead hands are women. A few of the plant workers are non-native men.

Donoghue has developed a strong relationship with the Chippewas of Rama First Nation administration. He relies on their advice as well as his own good instincts.

Superior's approach to absenteeism at the Rama plant is pragmatic yet sensitive. With a \$25 weekly bonus for 40-hour attendance, absenteeism is virtually non-existent. Any on-going attendance problems are referred to native community health services.

Donoghue schedules a daily rotation of product assembly tasks for each person, to curb boredom and maintain productivity. For the same reasons, he had windows installed in the shop when several employees approached him about



Superior's policies and the community take family responsibilities seriously — a nearby daycare has "company compatible" hours.

Defining Equity On Their Own Terms

The Coalition of Visible Minority Women emerged in the mid-1980s with an urgent and powerful message; that racial minority women want to and *must* speak for themselves.

This message was predicated on the firm belief that they face double barriers of sexism and racism, and that the struggle of racial minority women for equality was not being addressed by the women's movement, nor by that of minorities, in general.

As a result, women from the black, Chinese, Filipino, Korean, aboriginal and South Asian communities came together and formed a network for advocacy, self-education and support. Since its beginning in 1983, Arab, Central American, Indonesian, Iranian, Japanese and Vietnamese women have also joined the coalition. Two representatives from each community sit on the coalition's steering committee.

The current chairperson, Carmencita Hernandez, is an accountant by profession and activist by calling. "Winnie Ng [a founding member] captured it concretely when she said that we're working for a life of dignity, to be seen as whole people with minds as well as hands," says Hernandez.

Employment equity is the focal point of the coalition's activities, since good employment is to Hernandez "the base we all build our lives on." They engage in skillfully sending their message outward to government and industry, and inward to the ranks of racial minority women.

Currently, the coalition is offering a Job Development Program for foreign-trained nurses. The College of Nurses of Ontario requires foreign nurses to pass the TOEFL (Test of English as a Foreign Language) and TSE (Test of Spoken English) before it will even entertain an application. Then such nurses must take upgrading/refresher courses and pass their licencing exams. Only then can they practice in the province.

The problem is that the necessary classes are usually held during the day, when most women need to be out working. Because of this, many of these women stay underemployed in more junior hospital jobs, as domestics or as unskilled labour. Through the Job Development Project, however, training allowances and daycare are available, freeing the class of 30 to study for all-important language proficiency tests and the RN exam. The nursing program is one small example of how

relevant training programs can relaunch people into the economy with needed skills.

To discover and demonstrate exactly what works in retraining immigrant women, another joint project is underway with the Metro Labour Education and Skills Training Centre. It will compare data on existing labour adjustment programs affecting immigrant women, to the results of a needs survey conducted with the women themselves.

A model will be developed for equitable, accessible training attuned to the specific needs of immigrant women. That model will be tested in at least four workplaces, then evaluated.

With so many immigrant women dependent on the small manufacturing sector for their livelihood,

equity planning workshops for other municipalities.

Educating government and industry to the economic, social, political and cultural roles their community aspires to is another of the coalition's functions, but perhaps one of the organization's greatest services is to the women themselves, through the inevitable and extensive self-education that occurs.

Sharing information and common experiences is how coalition members keep the organization's objectives alive and meaningful to a variety of women. A bond with native women has been in place since the coalition's very start.

But more women are needed as organizers and leaders in their respective communities. The



For immigrant women trained as nurses, practising in Ontario means passing language and professional exams. The coalition's Job Development Program provides training allowances so that women can attend day courses, complete their upgrading, and rejoin the nursing field.

the coalition became one of the groups that pressed local government to establish a labour market monitoring and information office at the municipal level. The Labour Development Unit is now operating at Toronto City Hall, identifying the impact of economic shifts on working people.

The coalition was a founding member of the Alliance for Employment Equity, a strong advocate for mandatory employment equity legislation.

In a progressive project with the City of Toronto, the coalition is examining the city's established employment equity plan. Input from racial minority women will be available for use in employment

coalition teaches leadership skills to members with a video about the formation of a national organization for immigrant and racial minority women. It also participates in other coalitions and shared events, mounts seminars and publishes a newsletter.

"We like to bring our children to our gatherings so they get used to community action as part of life, and understand why their mothers are attending so many meetings," Hernandez says. With such mothers, these children will grow up knowing that a just community welcomes and prospers from encouraging everyone to contribute their talents, skills and labours.

A Solid History of Equity Measures

Ryerson Polytechnical Institute and the Ryerson Faculty Association were pioneers among Ontario universities and faculties when in 1989 they announced a formal plan to increase its female faculty to 35 per cent by the academic year 1999-2000.

Ryerson's solid history of equity measures, including this plan, reflect a working partnership between the institution's administrators and its faculty association.

Faculty desire for employment equity goals and timetables began building in 1986, following the introduction of Ryerson's policy on Employment and Educational Equity in 1985. Larry Gray, Vice President of Faculty and Staff Affairs says he and the administration were 'on board' from the start. Simultaneously, an employment equity office opened with special government funding. By fall 1988 the development of a goals and timetables process was underway.



Architect Maria Etkind is one of the first female professors hired into designated faculties under Ryerson's 10-year employment equity plan for women.

How did Ryerson fairly determine the positions to be designated for women? Rather than preselecting an objective, they modified a standard employment equity practice to suit the post-secondary teaching world, with its requirement for advanced degrees.

First came identification of the academic departments in which retirements would occur over the next 10 years. The current number of women professors in those departments was

noted, then compared against the total number of women in Canada holding the degree required for the position opening up. For departments where academic credentials are not the main factor, such as theatre, fashion, and hospitality, the number of women employed in similar positions was considered.

Following this analysis, positions were designated in departments where female faculty numbers were lower than national or industry figures.

Of 75 anticipated retirements, it was thus calculated that to match the national average, 57 positions (or nearly 80 per cent), would need to be filled by women. The 57 planned hirings will mean that 10 years from now, 35 per cent of Ryerson teachers will be female, up from 26 per cent today.

The 1989-90 results are in, and the 12 retirement vacancies (all in departments that need more women) were all filled with qualified female instructors. The effectiveness of designated positions is very clear, especially when compared to the 18 men and three women hired in non-designated teaching positions over the same period.

The faculty employment equity plan does not

encompass promotions as yet, but the faculty association and administration are working in this area. As of the past several years, two of five deans are women, as are half of the board of the Faculty Association.

Ryerson's plan is certain to be copied by other academic institutions because of its original, objective, and practical approach. The Ontario Confederation of University Faculty Associations has invited Ryerson Faculty Association Vice

President Jean Golden to bring her experience to the Confederation's status of women and employment equity committees.

Now the school is entering into a second phase of employment equity policy; bringing in people with disabilities, native people and racial minorities, as well as women. A voluntary census to identify the makeup of Ryerson's entire staff took place in February 1990. Based on this, a policy to cover hiring and promotion of administrative and other non-academic staff is being developed. Women head three administrative areas at present: Registration, Student Services and Campus Safety and Security.

Under the Director of Safety and Security, background research has been conducted for a new harassment policy with input received from the Faculty Association and Employment and Educational Equity committees. The original 1983 sexual harassment policy is being updated to include personal harassment of any type (as defined by the Ontario Human Rights Code) in addition to a newly installed harassment complaints officer.

Ensuring a safe environment is an equity issue for students and employees; the administration demonstrated its commitment not only by reviewing its safety and security methods, but increasing the operational budget to finance improvements.

Ryerson staff, students and teachers benefit from progressive measures in many aspects of Ryerson life:

- There is an Educational Equity Committee, open to students and based on the overall Ryerson equity policy.
- Sexism in the classroom has been examined in special workshops.
- A gender-neutral language policy exists, along with a guideline which the faculty association was active in preparing.
- Staff who need English language training can receive it at work.

Ryerson offers equity-oriented policies on such workplace issues as absence due to family responsibilities, child care, permanent part-time work with pro-rated benefits, alternative work for VDT users during pregnancy, and religious and cultural leave.

As the first Ontario university to designate positions for women faculty, and in the range of its other initiatives, Ryerson and the Ryerson Faculty Association are emerging as leaders in equity measures for the academic community.

Together in the Market for Change

The Social Planning Council of Metro Toronto and the Urban Alliance on Race Relations have been monitoring the effects of racial discrimination on the employment process for years, as their publication *Who Gets the Work?* demonstrates.

In 1985 the two organizations conducted a landmark study which documented that in Metro Toronto, white applicants get three times as many job offers as minority applicants using identical resumes. A followup volume, *No Discrimination Here?* identified various management and staff attitudes and habits that sustain inequality in the workplace.

The studies are being streamlined into a popular edition for managers and human resource trainers, to be released in 1990. The book will include case studies of what 12 companies and organizations are doing to remove the barriers to full participation.

But the shared work of the Council and the Alliance is only part of their story. Individually, each pursues complimentary goals through research, monitoring public policy and educating the community.

For the Urban Alliance on Race Relations, the objective is "a stable and healthy multiracial environment." To get there we all need to examine our basic assumptions about people who appear to be different from us. "We want to shake up people's cognitive maps, to allow them to understand how access to opportunity is often influenced by skin color," says Kamala-Jean Gopie, president. "Racial minorities question why some people should have an exclusive hold on the country's social agenda."

Social Planning Council executive director Jody Orr adds "to have our population fed, clothed and sheltered is not enough. Members of society need something else as well — to be able to participate in community life as they choose." Employment equity, Orr and Gopie say, is the root of meaningful economic and social participation.

In January 1989, the Urban Alliance staged an employment equity conference to unite native

people, people with disabilities, racial minorities and women around the issue. "Groups put their differences in perspective and got on with identifying and combining strategies against workplace discrimination," says Gopie.

By last fall the Alliance began monitoring employers' progress toward employment equity. They invited the federal and Ontario Human Rights Commissions and other government departments, municipalities and corporations to the First Annual Status Brunch.

Delegates voluntarily reported on their employment equity programs. The event set the framework for an annual review process and developed a monitoring mechanism which would make institutions and organizations accountable to the community.

The Social Planning Council has a mandate to facilitate equality and empowerment for the whole spectrum of Metro Toronto's population. One main activity is to monitor government economic policies and industry practices, analysing their impact on vulnerable groups of working people — particularly immigrant women, racial minorities, the disabled and women in general.

Discussing the thrust of her organization's research reports *Missing the Mark* (1988) and *Target on Training* (1989), Orr says "as we restructure Canada's economy, the vulnerable become even more vulnerable. If we are going to make labour market adjustments, we have the choice of doing things that keep disadvantaged people where they have always been, or using retraining and other programs to generate new opportunities for them."



White applicants receive three times as many job offers as minority job seekers with the same qualifications, according to a 1985 study by the Social Planning Council and the Urban Alliance on Race Relations.

The Social Planning Council worked with several other groups to persuade the City of Toronto to set up a unit on the status of working people, especially immigrant women and others in small, non-unionized manufacturing firms. Often such workers are pieceworkers, or may earn minimum wage. The city Labour Development Unit will track changes in the number of available industrial jobs, bring its insights to the policy-making process at City Hall, and provide workers with information on workplace legislation and regulation.

All too often, agrees Gopie, "obstacles of language, home responsibilities and even fear deter immigrant and minority women from acting on their job concerns."

In 1989 the Urban Alliance co-produced *Employment Equity for Visible Minority Women*, a guide for employers, with the Ontario Women's Directorate. It is designed to give small-to-medium size firms and their female workers an up-to-date understanding of each other's rights, responsibilities and resources.

Minorities tend to find they cannot use many community services because of language, cultural and other barriers. The Social Planning Council helped form the Access Action Council, a group of concerned people working to sensitize human service agencies to a wider range of cultural values. Part of the strategy is to attract more minority group members to careers in social services: role-model projects are underway.

Inside the Social Planning Council itself, staff and volunteers are selected through outreach recruitment. Men and women are almost equally represented on the board, and nearly a quarter of the board are members of racial minorities. Pay equity was instituted January 1990 although it is not yet a legal requirement, and the council will publish its pay equity review process as a model for other similar organizations.

Particularly for women, equal participation in the workforce depends on so many outside factors, like good child care and provision for the care of the sick or elderly. However, in the '90s, more workers of both sexes will increasingly seek a balanced life of work and family responsibilities.

The Social Planning Council has produced important research on child care and other 'ways and means' for working families. Last year it began a round table of employers, employees and public policy makers to share innovations in alternative work arrangements. "If working women are going to be the care-givers too, the economy must take that into account," Orr says.

Working in tandem for social change, The Urban Alliance on Race Relations and Social Planning Council of Metro Toronto have already raised the consciousness of the community, and will keep up their efforts as long as need be.

Publishing research studies and policy proposals is a key function for both the Social Planning Council and the Urban Alliance on Race Relations.

The collage includes the following publications:

- SPC Logo:** Social Planning Council of Metropolitan Toronto
- CURRENTS: READINGS IN RACE RELATIONS** (Winter 1990/91 issue)
- FOCUS ON VISIBLE** (Winter 1990/91 issue)
- EMPLOYMENT EQUITY FOR VISIBLE MINORITY WOMEN** (A Change Agent Project)
- GUIDE L'INTENTION DES EMPLOYEURS** (Programme agents de changement)
- TARGET ON TRAINING** (Meeting workers' needs in a changing economy)
- WHO GETS THE WORK?** (A Test of Racial Discrimination in Employment)
- ÉQUITÉ D'EMPLOI POUR LES FEMMES DES MINORITÉS VISIBLE**
- GUIDE L'INTENTION DES EMPLOYEURS** (Programme agents de changement)
- Urban Alliance on Race Relations**
- Ontario Women's Directorate**

Out In Front In Workplace Advocacy

Look to the cutting edge of workplace equity advocacy in the 1980s, and the **Ontario Federation of Labour** is there.

With a long and distinguished reputation within the labour movement, the OFL leads awareness-raising and advocacy for over 2,000 affiliated unions in Ontario. Outside and inside federation membership, its programs generate understanding of issues affecting Ontario workers — particularly employment equity, pay equity, ending workplace discrimination, and access to daycare.

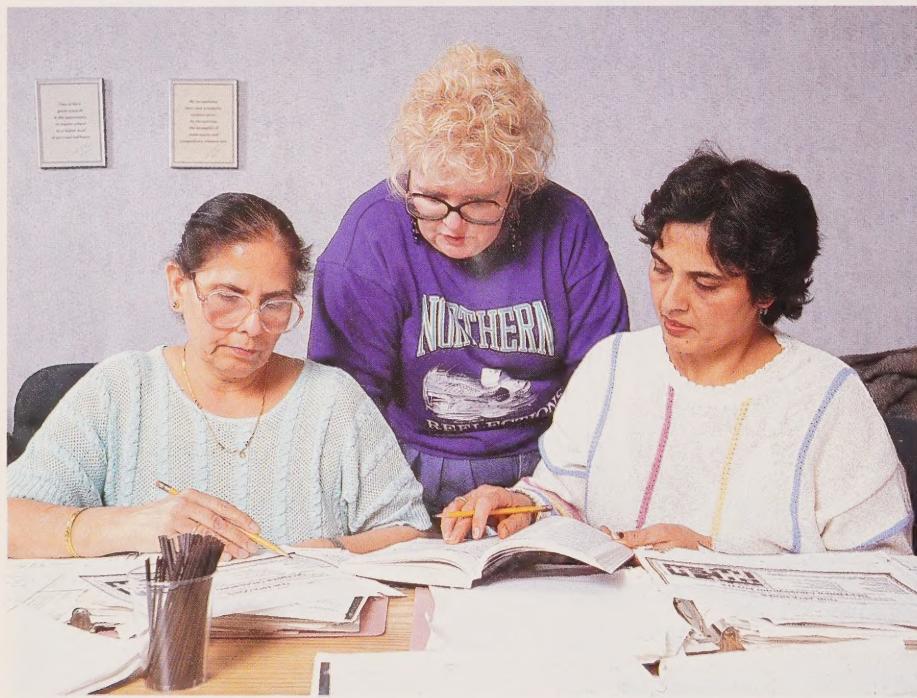
The OFL carries out education activities and consultations, and works through consensus with its member unions. In linking itself with commu-

"When you keep on raising and confronting something like racism, the issue evolves," Davis says. Under the banner "Racism Hurts Everyone," the OFL has led three co-operatively sponsored campaigns since 1981.

Recently, the focus has shifted to co-worker discrimination; the OFL has produced a handbook for shop stewards on how to intervene in name calling, ethnic jokes and confrontations.

To emphasize its commitment to racial and gender harmony in the workplace, the Federation reads aloud its racial and sexual harassment policies whenever it gathers for a conference. Racism in the workplace was spotlighted in a video at the 1989 convention.

A 1981 series of pamphlets on workplace racism (in seven languages) was so progressive, its contents are still valid today. One in particular illustrates the waves of immigration since the



At midnight, women from all three shifts at Emco Plastics (Mississauga) improve their English language skills through a workplace program developed by the OFL.

nity groups, it conducts a steady stream of information and organizing campaigns.

As elected Secretary Treasurer, Julie Davis is responsible for OFL policy and programming in the key areas of human rights, women, education (including literacy) and political action. She is the first woman elected to this leadership role, the second-highest position in the OFL.

1600s, and the types of work performed by each group of immigrants. It is an effective reminder that most Canadian workers came from somewhere else.

"Labour has always fought racism," says Davis. "Discrimination such as racism and sexism is so insidious, it has to be called every time we see it. If we do, it will change — look at how much has

changed for women. This now needs to happen for persons with disabilities. They must be able to find ways to make their contribution," Davis says.

In 1990, an employment equity guide for people with disabilities, and a video on labour's view of employment equity will lead up to a major campaign calling for mandatory employment equity legislation.

Affirmative action has been an OFL priority since 1982, when it laid out a comprehensive policy to fuse equity principles with all aspects of labour activity. Organizations representing women, teachers and the community joined with the OFL in planning a province-wide campaign with public hearings in eight cities. Over 170 submissions were made by local unions, labour councils, teachers, students, and members of the community.

The resulting brief, *Making Up the Difference*, called for mandatory private and public sector affirmative action including equal pay for work of equal value.

Another longstanding area of OFL activity is access to child care. The OFL was a founding member of the Ontario Coalition for Better Daycare which seeks universal child care provisions.

The OFL has been an active proponent of pay equity legislation since 1985. As the legislation was being developed, the OFL represented labour's call for a single public and private sector bill. Since pay equity became law, the OFL continues to work for modifications. The latest of these is extension of the law to cover more women.

North America's largest union-sponsored workplace literacy program is another OFL achievement. Since 1988, its members have had the opportunity to take language classes preceding or following their shifts, by contributing a volunteer hour which is matched with a paid hour by their employers. English or French training are available, depending upon the predominant language spoken in the workplace and community.

Within the OFL, designated board and staff positions for women, and active outreach in hiring have brought the organization much closer to the population mix in Ontario.

The Ontario Federation of Labour continues to stimulate and challenge labour, government and the community with its vision. It is a vital partner in managing the changes Ontario is experiencing today.

Relying On The People It Serves

Aборигин peoples are leveraging themselves into the work they want to do with training opportunities offered and facilitated by the Anigawncigig Institute of Peterborough.



Bev Brown (seated) founded the Lovesick Lake Native Women's Association after graduating from Anigawncigig's Native Economic and Small Management Program. The group's first fund-raising project was a very successful wild meat cookbook; Brenda Anstey (top) was one of several women employed to research it.

Anigawncigig was born of a request from the native community to Trent University's department of Native Studies for help in initiating culturally-appropriate training and development. At first it was a service to assist with grant applications. Eight years later, it is still a co-ordinating link between native organizations and government, but it has most importantly evolved into a leader in framing new native-focused training opportunities.

"Training has usually been presented to native people without asking us what we want," says board member Marlene Brant-Castellano. Amid a host of programs defined, developed and delivered for the general population, these stand apart as an authentic native alternative.

Springing out of needs identified by aboriginal peoples, Anigawncigig's programs are designed to foster significant participation in the economy.

The Anigawncigig Institute for Native Training, Research and Development has a staff of three, two of whom are aboriginal peoples. Solutions are developed and delivered through a network of native trainers and consultants, and community colleges.

The board of directors is structured as an

equal partnership between native leaders and representatives of Trent University and Sir Sandford Fleming College.

A good example of Anigawncigig's innovative approach is the Native Community Care Counselling and Development diploma. Native people are engaged with the federal government in transferring responsibility for health care to native community organizations. Native paraprofessionals will play more important roles than ever, and Anigawncigig created a program to fulfil the communities' new requirements. Many participants are already working in the areas of public health, mental health or drug and alcohol addiction on reserves. Graduates will possess enhanced knowledge of health and health-care planning, and skills in encouraging healthy lifestyles and appropriate use of medical services.

Because the Institute was in the unique position of fitting its structure to the group it serves, it was able to respond when a needs assessment revealed that caseloads and personal ties could be at risk if participants were away from their reserves for more than two weeks at a time. So the program combines five two-week sessions on campus at Cambrian College (Sudbury) or Mohawk College (Brantford), home study using distance education materials, small local learning groups for interaction with peers, and access to academic and personal counsellors. Two classes representing over 50 bands will have graduated by spring 1990. The program was developed with the Union of Ontario Indians and the Association of Iroquois and Allied Indians, in conjunction with the two colleges.

The institute's oldest program prepares native people to lead economic and business ventures. The program teaches management skills that can be applied to self-employment, community enterprise, or other business and organizational roles.

Using native instructors as role models "gives native students something that no one else can," says Brant-Castellano. While the standard subjects are well covered — from marketing through computers to human resources — the curriculum also deals with native cultural values, fills in any gaps in language and mathematics skills, and addresses how to deal with levels of government.

Native elders are an important resource in the program's spiritual and cultural workshops.

Attendance is funded by training allowances from Employment and Immigration Canada. Graduates have gone on to further college or university study, to develop projects such as a native children's camp and a crafts business, and to prepare for positions in native organizations. Using the leadership skills developed in the program, two graduates, including one woman, have become chiefs.

Anigawncigig deals with "a tide of requests" for research, program design and consulting services. Its special expertise is also in demand for training non-natives to deal appropriately with native culture, and for a variety of negotiation and facilitation roles. If it cannot always take on the request directly, it acts as an information broker, linking groups with similar requirements.

Past and current contracts include performing a needs analysis for training of native early-childhood educators, personal and professional development workshops for dozens of native organizations, and sponsoring native students studying land claims, museology and other fields related to cultural preservation.

Building on its expertise in community health care programming, Anigawncigig is preparing a planning process for one tribal council's move to self-governed health care. It has also supplied training on native cultural issues to the Toronto Board of Education.

Anigawncigig exists to allow native people to access work opportunities, in ways that are as unique and varied as their culture. Its success is found in its reliance on the people it serves.



This piece of land is being turned into a native youth camp — and providing employment for native people in the process. Dedicated to community development in the Burleigh Falls area, the women's association acquired the land, and also co-ordinates an employment centre and literacy training.

Going To Work On Computers

People with disabilities have a partner in **IBM Canada**. Since the early '80s, IBM's community work has focused on offering the enabling power of microcomputer technology to people with special needs.

Its main involvements are making microcomputing products physically accessible, making them available to organizations serving people with disabilities, and raising — within the corporate world — awareness about access to employment.



IBM's National Support Centre for Persons with Disabilities showcases new applications of computer technology for special needs.

IBM has supplied more than a million dollars in grants, equipment and resources to agencies such as the Hugh Macmillan Medical Centre, Alternative Computer Training for the Disabled, Designing Aids for Disabled Adults, the Canadian National Institute for the Blind, the Canadian Hearing Society and the Ontario March of Dimes.

In addition to product design changes undertaken by IBM in concert with such organizations — such as shifting the on/off switch on small computers from the back to the front — the rehabilitation engineering field has developed more than 700 add-on devices to enable people with various kinds of disabilities to interact with microcomputers. The Hugh Macmillan Medical Centre in Toronto, is an active IBM advisor and a long-time colleague in research and development.

In Markham, IBM operates a National Support Centre for Persons with Disabilities. The service includes a toll-free hotline for information on

assistive technologies for use in the workplace, in education and in other settings. The centre is open to the public, community agencies, employers and IBM employees. Among its displays are three new computerized products for people with impaired vision, speech or hearing. Two of these are for workplace use — one vocalizes computer screen images, another uses a telephone keypad and computer capability to substitute for oral and audio telephone communication.

Last year, with the federal government and 10 other corporations, IBM was a co-sponsor of National Access Awareness Week. It is a member of the employer advisory council of the Canadian Council on Rehabilitation and Work, and co-sponsored CCRW's fall 1989 conference, "An Emerging Workforce."

"Employers can neutralize the effects of many disabilities with new technology and new attitudes," says Anita Ross, Vice President of Personnel. IBM is promoting this approach within the business community.

The company has long espoused a philosophy of respect for the individual, and has an employment security policy for employees who become disabled. A new video shows a hearing-impaired graphic designer, a systems developer who is blind, and other IBM employees with disabilities openly discussing their experiences along with their managers.

Rich Newman, Employee Relations Manager and a 30-year veteran of the company, conceived of an innovative way to make one of IBM's operations also serve as an employment skills centre for people with developmental disabilities.

IBM wanted to expose as many such trainees as possible to a realistic training and work experience, so it sought out an agency that would rotate many people through the program rather than place a limited number of people permanently.

The program involved contracting out the operation of a central IBM facility where high-speed laser printers produce invoices, payroll records and other computer reports. Central to the program was IBM's intention that all parties win from the arrangement, to show other agencies, employers and disabled people the viability of a combined training and service undertaking. The Print and Distribution Centre would have to continue offering high quality service to the company at no greater cost than before. The agency's operating costs were not to increase by performing training at the IBM site. And trainees would be paid a fair wage.

The Metro Toronto Association for Community

Living was selected, and began by assessing the jobs to be performed. It found that operation of the machines, including identifying and correcting any problems could be split into small steps that range from simple to complex.

They moved a manager and several trainers into the Print and Distribution Centre and the handover began. The centre usually accommodates four employment skills trainees at a time. Initially people are placed in the centre for assessment, after which specific skill areas for improvement are supported with practice exercises on-site and off-site.

Bob Chruszcz, manager of the MTACL facility at IBM says "trainees can practice fine motor skills used in splicing printouts together, on a spare 'transport unit' like the ones found on the large printer here. Off-site, we also simulate the mixed letter and number codes that trainees must be able to recognize in order to sort reports for distribution."

"I'm impressed with how effectively the association has made the transition from workshop training to workplace training," says Newman. "Trainers and trainees have become full members of our team, working with us to achieve mutual goals."

IBM and the association has seen participants grow substantially on the personal and vocational levels. Many trainees are able to diagnose and correct common problems on the high-volume printers. All become involved in training new participants.

Clearly IBM is open to understanding what 'works' for people with disabilities. Combined with its technological contributions, they indeed are helping to change the community's beliefs about the jobs people with disabilities can perform.



People with developmental needs receive training and work experience through programs held at IBM. The Metro Toronto Association for Community Living operates this IBM facility, where payroll and invoices are printed out at 20,000 lines per minute.

The Ontario Women's Directorate

(416) 597-4500

The Ontario Native Affairs Directorate

(416) 326-4740

The Office For Disabled Persons

(416) 326-0111

1-800-387-4456 (TDD/voice)

The Ontario Women's Directorate is a central advocacy agency within the Ontario government. Through policy development and review, program co-ordination, consultation and public education, the Ontario Women's Directorate works to enable the government to achieve its commitment to the economic, legal and social equality of women in Ontario. The Consultative Services Branch is responsible for encouraging the planning, development and expansion of employment equity programs in Ontario's broader public and private sectors by providing consultation and technical assistance as well as funding for programs, special initiatives and training.

The Ontario Native Affairs Directorate is a central advocacy agency which develops corporate native affairs policy and ensures that the interest and needs of native peoples are considered in all Government policies and projects. The directorate promotes the development and delivery of programs to meet specific needs of native peoples and co-ordinates native peoples' involvement in special projects government-wide. The directorate manages provincial involvement in aboriginal self-government negotiations and researches and negotiates land claims. It conducts negotiations with the Government of Canada and aboriginal organizations on aboriginal constitutional matters.

The Office for Disabled Persons is the focal point for disability issues in the Ontario government. It advises on development and implementation of policies and programs for disabled persons government-wide to ensure they are based on principles of equality and integration. It also promotes awareness of Ontario government programs and services for disabled persons, acting as a central information source. Promoting good relations with community-based disability organizations and agencies is an ongoing task, as well as raising public awareness of the abilities of disabled persons and the importance of social and economic integration.

The Handicapped Employment Program

(Ministry Of Labour)

(416) 326-7810

The Handicapped Employment Program provides employment equity consulting services to employers on initiatives to increase employment opportunities for workers with disabilities.

The Ontario Race Relations Directorate

(Ministry Of Citizenship)

(416) 326-9702

The Ontario Race Relations Directorate plays a lead role in promoting the full participation of all cultures and races in the development of the social, economic and cultural life of the province.

The directorate encourages the development and implementation of race relations policies, programs and related initiatives including employment equity, training and mediation.

The directorate provides a broad range of consultative services to both private and public sector organizations, including other ministries of the Ontario Government.



(416) 326-7810
(Ministère du Travail)

Programme d'emploi

Pour les personnes

handicapées

Le Programme d'emploi pour les personnes handicapées offre aux employeurs des services de consultation en matière d'équité d'emploi dans le cadre d'initiatives visant à augmenter les possibilités d'emploi pour les personnes handicapées.

(416) 326-9702
(Ministère des Affaires civiques)

des relations

interculturales

de l'Ontario

La Direction générale des relations interculturales offre un rôle essentiel en encourageant toutes les cultures et toutes les racines à participer au développement de la vie sociale, économique et culturelle de la province.

Ontario joue un rôle essentiel en encourageant toutes les cultures, programmes et initiatives connexes sur les relations interraciales, y compris l'équité d'emploi, la formation et la médiation.

Elle offre une vaste gamme de services de consultation aux organismes des secteurs privé et public, y compris les autres ministères du gouvernement de l'Ontario.





Fort de sa compétence au niveau des programmes de soins de la santé, l'Institut Prépare l'Adoption, par le conseil d'une mère, d'un régime de soins de santé autogéré, offre à une mère, d'un régime de dépense au Conseil de l'éducation de Québec, une certaine formation en matière de questions culturelles touchant les autochtones.

La raison d'être de l'Institut Antigawancig est de permettre aux autochtones d'accéder au marché du travail en respectant les particularités de leur culture. Il doit son succès à la connaissance qu'il a accorde aux personnes à qui il s'adresse et ses services.

L'Institut Africano a consiglié de recourir à une multilitude de demandes de recherches, débordation de programmes et de services de consultation. On fait aussi appeler à des commédiennes routes spéciales pour enseigner à des non-électrices comment tirer meilleur parti de leur rôle de dégagé(e) et de modérateur. Même si l'on est pas un consultant, ainsi qu'il peut l'exprimer différemment à ces demandes, l'Institut a fait à titre de courrier en information, mettre en contact des groupes dont les besoins sont semblables. Ces contacts passés et actuels comprennent notamment l'analyse des besoins en matière de formation d'éducateurs et d'éducatrices pour les jeunes enfants. Les institutions éducatives et les autorités de douanes recommandent à l'Institut de prendre en compte les besoins des étudiants et étudiantes et de leur offrir des formations adaptées à leurs besoins. Les institutions éducatives et les autorités de douanes recommandent à l'Institut de prendre en compte les besoins des étudiants et étudiantes et de leur offrir des formations adaptées à leurs besoins.

Centaines d'employés et certains diplômés ont déjà utilisé leur réseau pour trouver un emploi et immigré au Canada. Ces dernières années pour assurer des projets comme un camp universitaire, élaborer des projets éthiques ou éducatifs ou établir des partenariats avec des universités étrangères pour renforcer leurs relations internationales. Ces dernières années, le Canada a également été un diplôme sort finallement devenu des succès ailleurs. Grâce aux aptitudes acquises, une bonne éducation peut être préparée à combler des postes au sein d'organisations internationales ou étrangères. Ces dernières années, le Canada a également été un diplôme sort finallement devenu des succès ailleurs. Grâce aux aptitudes acquises, une bonne éducation peut être préparée à combler des postes au sein d'organisations internationales ou étrangères.

Le plus ancien programme de l'Institut prépare les résefs de file autoriches à jouer un rôle principal dans les entreprises économiques et en affaires. Il enseigne des techniques économiques et en affaires pourtant très utiles dans le cadre d'un travail indépendant, d'une entreprise communautaire ou d'autres tâches professionnelles ou organisationnelles. Comme des institutions et des institutions autochtones

à pu réagir lorsqu'une évaluation
audelà d'adresses ses services, il
d'adapter sa structure au groupe
chance exceptionnelle
Puisqu'il existe aussi la
des services médiocres.

une utilisation convenable
rager un style de vie sans
et certaines parties à recouvrir.

de planification des sols
ces en matière de santé et
de meilleures communautés -

diplômes posséderont
l'initiative des services. Les personnes

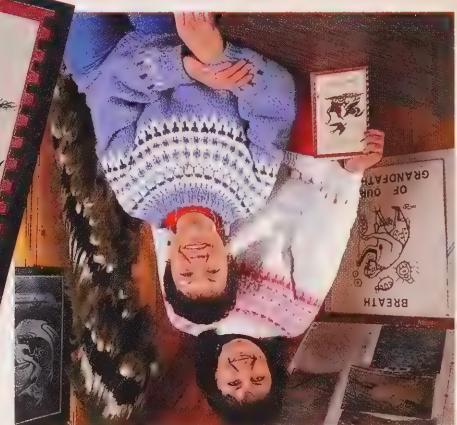
Le diplôme de conseil en développement en matière des soins communautaires aux autochtones est un exemple d'expertise d'innovation. En collaboration avec le gouvernement fédéral, les autochtones transforment la responsabilité centrale dans le secteur de la santé en une responsabilité collective. Le diplôme de conseil en développement en matière des soins communautaires aux autochtones est un exemple d'expertise d'innovation. En collaboration avec le gouvernement fédéral, les autochtones transforment la responsabilité centrale dans le secteur de la santé en une responsabilité collective.

emps de l'université Trent et du collège Sir Sandford.
Ces autorisations que de représentantes et de représentants

L'effectif de l'Institut d'ingénierie de formation, de recherche et de perfectionnement est composé de trois personnes, dont deux autochtones. Des solutions sont élaborées puis transmises par un réseau de formateurs et de consultants et consultants autochtones, ainsi que par des collèges communautaires. Le conseil d'administration est formé d'autant de chefs

Nes des besoins identifiés par les autochtones cana-
diennes et les autochtones canadiennes, ces programmes
sont conçus pour encourager une importante participa-
tion à l'économie.

Bev Brown (assisé) a fondé le Lovemistk Native Women's Association après avoir remis le cours sur l'économie autochtone à la gatston des PME à l'Institut Atikawayawing. Le groupe a alors initié des succès dans la production d'un sac à sacs pour les marchés autochtones. Brenda Astley (assis) était la patronne de ce groupe. Les nombreuses femmes qui ont fait la révolution pour ce faire.



L'Institut Ansgawicigig
compte sur les gens à qui
s'adressent ses services

La Fédération du travail de l'Ontario continue de soutenir les travailleuses et les travailleurs, le souverainement la communauté. Elle participe de façon importante à la révolution des changements qui se produisent de nos jours à Ottawa.

La F10, qui reprend des postes aux Femmes au sein de son conseil et de son personnel et qui fait des démarches actives en matière d'embouchure, réfléchie main-beaucoup plus les différentes compositions de la fanfare en population en Ontario.

Le plus important programme d'alphabéisation en littérature de travail partiellement soutenu par un syndicat en Amérique du Nord est une autre réalisations de la FTO. Depuis 1988, ses membres peuvent suivre des cours de langue avant ou après leur quart de travail, il leur suffit de travailler béné-
volument pendant une heure, à laquelle leur employeur joue une heure payée. Des cours d'anglais ou de français sont offerts, selon la langue prédominante dans le quartier de travail et la communauté.

Le même que dans une communauté, Making Up the difference (Compenser la différence) exigeait des échanges positifs obligatoires de la part des secrétaires et publics, y compris le salaire égal pour un travail égale valeur.

Un guide sur l'équité d'emploi à l'intention des per-
sonnes handicapées et une déclassement sur la politique
de l'ETO en matière d'équité d'emploi méritent en 1990
une importante campagne dans le but d'expliquer une
équilibration en matière d'équité d'emploi.

l'union, j'aime-t-elle. Mme Davis. Le racisme est extrême soit des extrémistes, soit des滔滔不绝的种族主义者或种族主义者。 Antenor Charles fois nous en sommes conscientes et nous sommes, ainsi, la situation évolue - il suffit de voir un peu plus loin en Asie pour voir la chance d'appuyer leur confrérie, qui devient avorté la chance d'appuyer leur confrérie.

Si l'on ne cesse de parler d'un sujet comme le racisme et d'y faire face, la question évolue, elle. Avec le débat des politiques. Elle est à la première ligne de la lutte contre l'extrême droite à ce poste de direction, le deuxième en importance au sein des autorités politiques. Elle est à la première ligne de la lutte contre l'extrême droite à ce poste de direction, le deuxième en importance au sein de la FTO.

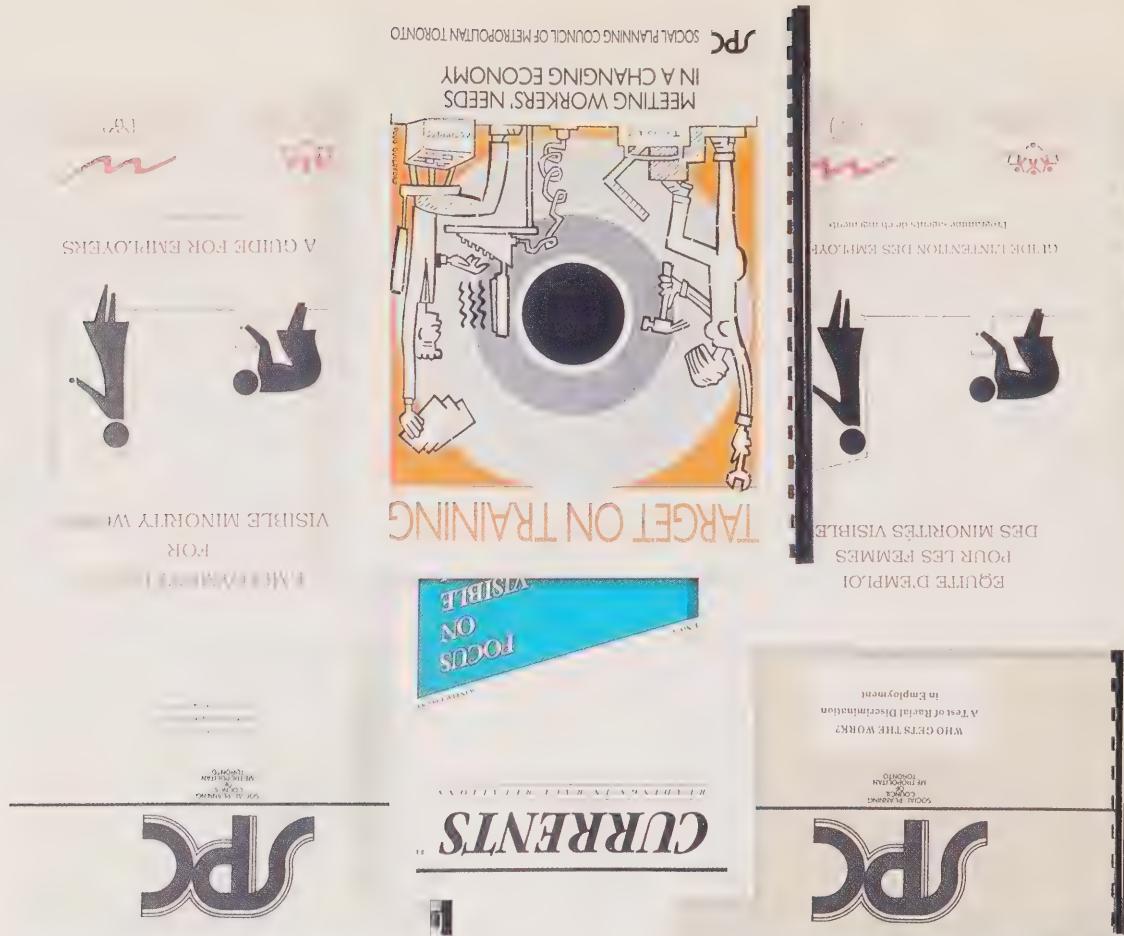
À minuit, les femmes travaillent les trois quarts de travail à Emco Plastics (Mississauga) améliorant leur compétence en angioplastie grâce à un programme d'apprentissage sur lieu d'œuvre par la PTO.



organ "Racism Hurts Everyone". (le racisme nuit à toutes et tous), la FTO a mené trois campagnes co-organisées

de travail

Intervenir en milieu



La Société d'aménagement du territoire de la Ville de Montréal (SAT) a été créée en 1999 pour assurer la mise en œuvre de la Stratégie de développement urbain (SDU) et de la Stratégie de développement régional (SDR). La SAT a pour mission de promouvoir et de faciliter l'aménagement et le développement durable du territoire de la Ville de Montréal, en collaboration avec les partenaires locaux et régionaux. La SAT travaille à la mise en œuvre de projets et d'initiatives qui contribuent à l'amélioration de l'environnement, à la promotion de l'économie et à la qualité de vie des résidents et des visiteurs. La SAT a également pour rôle de veiller à ce que les projets soient réalisés de manière respectueuse de l'environnement et de la biodiversité.

Travaillant en tandem en faveur des changements sociaux, l'Ushuaïn Alliance on Race Relations et le Social Planning Council of Metropolitan Toronto ont déployé leurs efforts pour assurer la communauté noire et les personnes autochtones de la région de la métropole de Montréal une sécurité sociale et une sécurité financière.

Le Consilia a effectué d'importantes recherches sur les familles dont les deux conjoints travaillent. L'an dernier, il crée une table ronde réunissant des employeurs, des membres du personnel et des responsables des politiques, pour discuter des innovations en matière de solutions de changement au travail. Si les travailleuses donnent en même temps être des pouvoirsuses de soins, l'économie doit en sortir complète, de dire Mme Orléans.

autres organismes semblables.

En 1989, Pultimo Allianc a produit, en collaboration avec la Direction générale de la condition féminine de l'Ontario, un guide à l'intention des employeurs intitulé «Piquidé d'emploi pour les femmes de minorités visibles». Ce guide est conçu pour aider les petites et moyennes entreprises à recruter des employées, à bien comprendre leurs droits, leurs responsabilités et leurs ressources. Les personnes appartenant à des minorités se rendent souvent compte qu'elles ne peuvent pas se prévaloir de nombreux services communautaires en raison d'obstacles culturels, de culture ou d'autres. Le Conseil a donc aidé à créer un Conseil d'accès-à-tout. Ce conseil rassemble des membres de groupes minoritaires à des cartes au sein des services sociaux, et des projets de modèles à imiter en dehors de leur-même, le personnel et les bénévoles sont choisis par recrutement direct. Le conseil d'administration comprend préses autant de femmes que d'hommes et prés du quart des administrateurs sont des femmes qui ont choisi par recrutement direct. Le conseil d'administration comprend préses autant de femmes que d'hommes et prés du quart des administrateurs sont des femmes qui ont choisi par recrutement direct. Au sein du Conseil l'in-méme, le personnel et les bénévoles sont en cours, ce sens sont en cours.



Affronter ensemble les échecs comme la surveillance de la politique publiques de la sensibilisation de la communauté.

Changes

Affronter ensemble les

Etant la première université à réservé des postes au corps professoral féminin et à compte tenu des autres institutions universitaires, l'Université de Montréal a été la première à mettre en place des mesures d'équité dans le milieu des étudiants et étudiantes. Ces mesures ont été mises en place en 1992 et ont été étendues à l'ensemble de l'université en 1995. Elles visent à assurer l'égalité de l'accès à l'éducation et à l'emploi pour toutes les étudiantes et étudiants. Elles visent également à promouvoir l'égalité entre les sexes et à combattre les discriminations basées sur le sexe. Ces mesures sont appliquées à tous les programmes d'études et à tous les niveaux d'enseignement. Elles visent à assurer l'égalité de l'accès à l'éducation et à l'emploi pour toutes les étudiantes et étudiants. Elles visent également à promouvoir l'égalité entre les sexes et à combattre les discriminations basées sur le sexe. Ces mesures sont appliquées à tous les programmes d'études et à tous les niveaux d'enseignement.

- Il existe un comité d'équité en matière d'éducation, ouvert à toutes les étudiantes et à tous les étudiants, et basé sur la politique globale d'équité de l'Université, Des ateliers spéciaux ont été mis sur pied pour sensibiliser le sexe masculin en salle de classe.
- Il existe une politique de langage non sexiste, ainsi que des principes directeurs élaborés par l'Association des professeurs et professeures.
- Le personnel, si l'est réputé, peut recevoir une formation en anglais au travail.
- Les questions d'ordre politique des politiques publiques et l'équité pour les questions sociales comme l'absence au travail en raison de responsabilités familiales, les soins aux enfants, les postes emmenant à temps partiel avec avantages proportionnelles, la possibilité de substitution pour les utilisatrices de emménagements à temps partiel avec avantages proportionnelles, et les congés pour motifs religieux et culturels.

Les étudiants de l'Institut des sciences administratives sont très actifs et engagés. Ils participent régulièrement à des projets de recherche, organisent des conférences et des séminaires, et sont impliqués dans la vie étudiante et communautaire de l'Université. Les étudiants de l'Institut sont également très actifs dans la vie étudiante et communautaire de l'Université.

l'OMarao a invité la vice-présidente de l'Association des universités et des universités de l'Ontario à faire partie d'un comité de la Conférence sur l'éducation et l'emploi. Mme Jean Golden, professeure et chercheuse de Ryerson, a été nommée à ce comité.

site désigné dans le cadre du plan décentral de Ryerson visant

A close-up, low-angle shot of a person's face, illuminated by a warm, reddish-orange glow, possibly from a screen or fire. The person is wearing a dark shirt and a watch on their left wrist. The background is dark and out of focus.

exemples de culture et morale (qui de temps, au Canada, qui détermine les diplômes exigés pour ces postes). Dans le cas des déplacements ou les entraînements de séminaire ne constituent pas une priorité, comme dans le cas des déplacements ou les entraînements de séminaire ne constituent pas une priorité, comme

10 prochaines années. On a ensuite noté le nombre de femmes qui enseignaient dans ces départements et on a comparé ce chiffre au nombre total de femmes au sein desquels il y aurait des retards au cours des dernières années. On a ensuite comparé ce chiffre au nombre total de femmes au sein desquels il y aurait des retards au cours des dernières années. On a ensuite comparé ce chiffre au nombre total de femmes au sein desquels il y aurait des retards au cours des dernières années.

qui exige des diplômes d'études supérieures.

correspond au secteur de l'enseignement postsecondaire
qui exige des diplômes dédiés à l'industrie

L'équité d'emploi pour les femmes.

Quelques conseils pour les femmes. D'autres établissements d'enseignement s'inspirent évidemment du programme de Breyton en raison de son caractère originale, difficile et pratique. L'union des associations étudiantes de l'université de Brest a été créée en 1994 pour faciliter la vie des étudiants et promouvoir la culture brevet. Elle a été créée par un groupe d'étudiants de l'université de Brest qui ont décidé de se regrouper pour créer une association qui leur permettrait de mieux se connaître et de mieux se servir. L'association a été créée pour promouvoir la culture brevet et pour aider les étudiants à mieux se servir. L'association a été créée pour promouvoir la culture brevet et pour aider les étudiants à mieux se servir.

Les 12 professeurs qui ont pris leur retraite en 1989-90 (tous dans des départements où les femmes dominaient plus nombreux) ont été remplacés par des femmes qui étaient très efficace, en particulier si l'on tient compte des 3 familles et des 18 hommes embauchés pour combler des postes en enseignement tout doucement cours de la même période.

Le programme de qualité d'emploi du personnel enseignant a également pris la question des promotions et de la direction travelling en compte, mais l'Association est à ce point sur le déclin des démerits annuels est tellement élevé que deux doyens sur cinq le la moitié des membres du conseil de l'Association sont des femmes.

On a ainsi pu recueillir une, complète tenu des 75 échantillons prélevés, 57 poses (soit près de 80 %) devraient être combles par des femmes pour que les différences corresp-
ondent à la moyenne nationale. Cela signifie que depuis 10 ans, 35 % des enseignants de Ryerson se sont des femmes, comparativement à 26 % aujourd'hui.

à la suite de cette analyse, des posses ont été désignées dans les départements où le nombre de femmes réalisant au moins un dépassement ou un corps professeur était inférieur aux chiffres actuels dans le secteur ou à l'échelle nationale.

Comment a-t-on pu déterminer de façon équitable les postes qui devraient être réservés à des femmes? Plutôt que de choisir à l'avance un objectif, on a modifié une

Relations avec le personnel, déclare que l'administration et lui-même ont collaboré dès le départ. En même temps, un bureau dédié à l'emploi a été créé grâce à un financement spécial du gouvernement. L'automne 1988, le processus débarrassant des objets et des échancrures était en cours.

À la suite de l'adoption de la politique d'équité de emploi, M. Larry Grey, vice-président des opérations et des opérations de la compagnie a commencé à manifester le désir d'établir des objectifs et des échéanciers en matière de diversité et d'équité. M. Larry Grey, vice-président des opérations et des opérations de la compagnie a commencé à manifester le désir d'établir des objectifs et des échéanciers en matière de diversité et d'équité.

Les soldes atteignent des niveaux record de 1999-2000. On fait œuvre de promesses dans les universités de Québec et de Québec en montrant, en 1997, un programme officiel en vue de porter à 35 % le nombre des femmes au sein du corps professoral d'ici l'année universitaire 1999-2000. Cependant, il existe la direction de l'établissement Ryerson, dont ce programme, soit une manifestation du fait social des mesures d'équité à l'Association des professeurs et des professeures de Ryerson.

Soldes antécédents de mesures d'équité

mesures d'équité

Solides antécédents de

Plus que rare de femmes immigrantes ne complète que quatre études au moins, puis échoue.

point. Il sera ensuite mis à l'essai en milieu de travail, à adapter aux besoins précis des immigrantes, sera mis au point avec des immigrantes qui pourraient agir comme organisations de quartier ou de quartier.

Un modèle de formation équitable et accessible.

besoins spécifiques des immigrantes elles-mêmes.

immigrantes au travail, aux résultats d'un sondage sur les besoins spécifiques des immigrantes elles-mêmes.

des domaines sur les programmes autres d'adaptation des communautés urbaines de Toronto). Il consiste à comparer Training Centre (Centre de Formation professionnelle de la en collaboration avec le Metro Labour Education and Skills recycling Centre des immigrantes, un autre projet est en cours),

ment les méthodes qui sont efficaces au niveau du

Port que l'on passe de façon exacte.

comme l'immigration en Ontario.

(Test d'anglais oral) et ce, avant même d'accéder leur école. Les étudiants étrangers qui réussissent à l'école TSE TOEFL (Test d'anglais étrangère) à l'école TSE

immigrantes de l'Ontario requièrent des immigrantes qui ont fait des études à l'étranger. L'ordre des immigrantes

perfectionnement professionnel aux immigrantes qui ont fait

A l'heure actuelle, la Coalition offre un programme de

s'adressant aux femmes des minorités raciales.

l'extrême, au gouvernement et à l'industrie, tout en

de tous. Elles transmettent habilement leur message vers

Hemandé, constituent le fondement de la vie de toutes et

de la Coalition, car les emplois intéressants, selon Mme

Lépine d'emploi est le principal élément des activités

de la Coalition, mais la demande d'emploi et le conseil

dit : Nous voulons vivre dans la dignité et être consi-

l'organisme la première de l'agence concrète lorsqu'elle a

Mme Hemandé. « Nous l'agence de fondations de

comparable à la profession et active de réputation. De plus

La présidence actuelle, Camerata Hemandé, est

deux représentantes de chaque communauté.

d'Amérique centrale. Le comité de direction est formé de

la Coalition a accueilli des membres des communautés

d'Amérique du sud et de l'ouest. Depuis sa création en 1983,

de son succès pour former un réseau d'intervention,

chinoise, philippine, coréenne, autrichienne et sud-asiaïque

de leur situation.

et celui des minorités en général ne retient pas complè-

existe de radicale, et que le mouvement des femmes

ces femmes doivent faire face au double obstacle du

les messages écrits fondés sur la femme condition que

leurs droits.

des minorités raciales voulent et doivent faire valoir

transmettre un message urgent et puissant : les femmes

pour vers le milieu des années 80, dans le but de

a Coalition a vu le

sa manière

Définir l'équité à

sa manière



chances de prospérer. Les réalisations, leurs ambitions et leur travail à toutes les équitable qui encourage ses membres à continuer par à leur mère, sa mère, son époux, qui toute communauté à leur école, leurs communautaires font partie de la vie de celles qui sont actives à nos réunions, explique Mme Hemandé. Nous prenons que nos efforts assistent à nos communautés pour leur mère assister à leur de l'éducation, une véritable négociation de l'éducation. Nous prenons que nos efforts assistent à nos communautaires et à différents événements, organisés des coalitions raciales. Elles participent également à d'autres organisations nationales de la réunion d'un pour enseigner à ses membres des techniques de

Ontario. Par exemple de son programme de formation, la Coalition subventionne les femmes qui veulent se recycler pendant le jour en vué des immigrantes qui ont fait leurs études à l'étranger devient réussir des langues et des examens techniques avant de pouvoir travailler en

et chez de filles dans leur communauté. La Coalition utilise, lors de femmes qui pourraient agir comme organisations de quartier toutefois obtient une plus grande participation. Il faut aider toutes les femmes de la Coalition russissent à maintenir leurs obligations. Un lien a été créé dès le début avec les femmes autochtones. En parallèle l'information et les expériences com- économique, sociale, politique et culturelle auxquelles aspire la Coalition consiste à sensibiliser le gouvernement et l'industrie aux rôles d'obtenir une licence.

de la Coalition pour aider celles qui ont obtenu une licence. L'organisation est peut-être celle qui fournit aux femmes de la communauté une formation aux services de la Coalition. Mais l'un des plus importants services de la Coalition est l'information et l'assistance au cours du processus. Ensuite avec les femmes autochtones.

la Coalition offre une formation aux services de la Coalition. Mais l'un des plus importants services de la Coalition est l'information et l'assistance au cours du processus. L'une des autres fonctions de la Coalition consiste à sensibiliser le gouvernement et l'industrie aux rôles économiques, sociaux, politiques et culturels auxquels aspire la Coalition. Mais l'un des plus importants services de la Coalition est l'information et l'assistance au cours du processus.

Supérieur et à la communauté prennent les responsabilités familiales au sein d'un couple — les heures d'ouverture de la garde sont identiques avec celles de l'usine.



applique avec enthousiasme les mesures locales pour y que la productivité soit maintenue.

La réussite d'une école ouverte dépend de l'implication des parents qui doivent prendre l'initiative de faire évoluer l'école et de faire évoluer l'école.

Il existe ici des liens très étroits entre l'emploi et la communauté, ce qui est inétablible pour une si petite population. Par exemple, on interrompt la production pour les besoins de la communauté, ce qui est très inhabituel pour une si petite communauté. Les centres communautaires de garde dépendants communautaires sont des usagers aussi bien du SIDA que de l'alcool.

M. Donoghe a dévoilé une relation qu'il estime être celle de montagne aimé de redire l'ennui et de maintenir la productivité. Il a détaillé les raisons pour lesquelles les personnes ont malisse le désir de voir la limite du jour durant la journée de travail.

Depuis ses tout débuts il y a huit ans, les femmes autochtones représentent plus de 70 % du personnel de supérieur.



Deux types de besoins des travailleuses et des travailleurs sont identifiés : les besoins matériels et les besoins sociaux. Les besoins matériels sont liés à l'ambiance de travail, à l'hygiène et aux autres caractéristiques du poste. Les besoins sociaux sont liés à la reconnaissance et à l'estime de soi. Les besoins matériels sont généralement plus faciles à satisfaire que les besoins sociaux. Les besoins sociaux sont plus difficiles à satisfaire car ils nécessitent une interaction humaine et une communication efficace.

besoins des travailleuses

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www.english-test.net

besoins des travailleurs

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vice-présidente
Rich Newmann
some use des personnes handicapées pour leur travail [cfr. 22]
permet-elles d'accomplir ces tâches? à comment est-ce que je peux faire en
quelque peu notre rattachement - passerait de les personnes handicapées
à une autre des personnes handicapées: cela requiert qu'on modifie
Anita Ross
Rich Newmann
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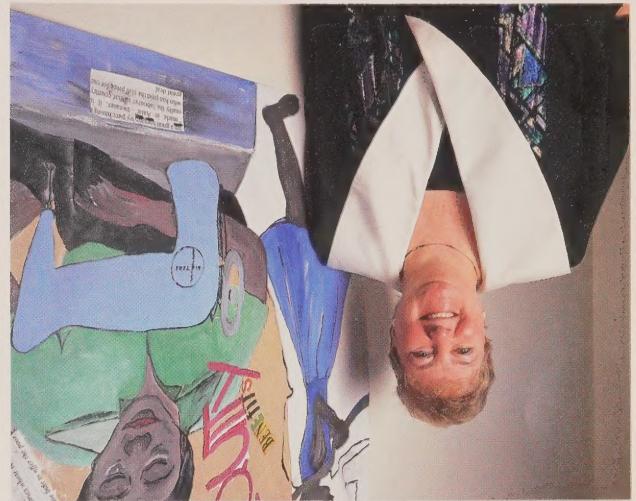
« Une réussite d'affaires automobile est en plein essor et on fait beau-
coup de développement économique dans les communautés automobiles.
La formation des autochtones par des autochtones : voilà ce qui inspire
les entrepreneurs qui tiennent de leurs objectifs autochtones. »
Nan Beffly
Mairene Béart-Castellano
Présidente du Conseil d'administration
U. Institut Amigawicnigig, Périborougash
dirigeante exécutive

Institut Angewandte



Le mouvement ouvrier a toujours été synonyme d'équité et de justice. La lutte pour l'équité d'emploi n'est qu'un prolongement tout naturel de ces principes. »
Julie Davis
secrétaire résidente
La Fédération du travail de l'Ontario, Don Mills

La Fédération du travail de l'Ontario



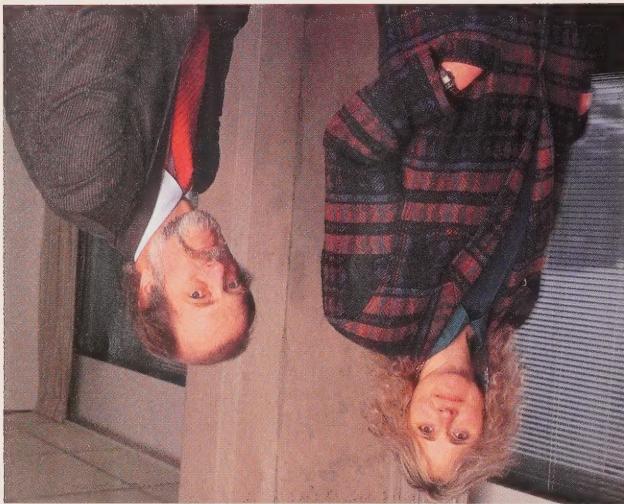
«L'équipe d'emplois du personnel qui change de poste au sein d'une même entreprise a de nombreux avantages au développement du Canada. Chaque personne devrait pouvoir choisir librement comment il ou elle veut participer à l'économie et à la société – et des barrières systémiques ne devraient pas les empêcher.»
Kamala-Jean Gopie, Joye Or et le présidente exécutive de la Société métropolitaine de planification de la ville de Toronto, le 27 octobre 2016

Urban Alliance on Race Relations and Social Planning Council of Metropolitan Toronto



« Nous avons mis en place une initiative importante en matière d'équité d'emploi; nous souhaitons que l'exemple avec guidera nos diplômes et diplômes qui ouvriront dans une variété de domaines. »

ASSOCIATION DES PROFESSEURS ET DES PROFESSEURES DE RYERSON



La Coalition of Visible Minority Women, Toronto

Carmenita Hernández (avec des membres du conseil) Présidente

« Fairer l'objectif de mesures particulières n'implique pas qu'on nous nous donne à faire. »

VISIBLE MINORITY WOMEN

La Coalition of



« Personne n'aime l'avarice lorsque l'expérience n'est pas placée. Plus que nous sommes une petite entreprise, nous avons eu l'occasion de mieux connaître notre personnel et d'élaborer des politiques qui correspondent à leurs besoins et à ceux de l'entreprise. Par conséquent, le personnel est fidèle et productif. »

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- *C'est pour nous un honneur, cette année, d'exprimer ensemble notre reconnaissance aux employeurs, syndicats, associations et groupes communautaires qui ont manifesté un engouement face à l'équité d'emploi. Cette année, nos prix expriment l'engagement du gouvernement canadien à cet égard, non seulement envers les femmes, mais aussi envers les autres groupes qui doivent subir une dépêche toutefois des obstacles en matière d'emploi — les autochtones, les personnes handicapées et les minorités raciales.*
- *que l'équité d'emploi est une stratégie gagnante, qui consiste à maximiser les ressources humaines et à améliorer la compétitivité, dans la mesure où elle favorise la justice sociale.*
- *Les initiatives des associations lucratives illustrent un principe très important — l'équité d'emploi ne pourra devenir réalité que grâce à la collaboration, de chacun et de chacun devenu y jouter un rôle.*
- *que les employeurs, les syndicats et les groupes communautaires peuvent apprendre les uns des autres, et accorder leur appui aux objectifs des autres; et*
- *que les employés, les syndicats et les groupes communautaires peuvent apprendre les uns des autres et accorder leur appui aux objectifs des autres; et*
- *que l'équité d'emploi est une stratégie gagnante, qui consiste à maximiser les ressources humaines et à améliorer la compétitivité, dans la mesure où elle favorise la justice sociale.*
- *Les initiatives des associations lucratives illustrent un principe très important — l'équité d'emploi ne pourra devenir réalité que grâce à la collaboration, de chacun et de chacun devenu y jouter un rôle.*
- *que les femmes, les minorités raciales, les autochtones et les personnes handicapées possèdent des aptitudes et des talents qui enrichissent l'Ontario;*
- *que les employeurs, les syndicats, associations et groupes communautaires qui ont manifesté un engouement pour l'équité d'emploi. Cette année, nos prix expriment l'engagement du gouvernement canadien à cet égard, non seulement envers les femmes, mais aussi envers les autres groupes qui doivent subir une dépêche toutefois des obstacles en matière d'emploi — les autochtones, les personnes handicapées et les minorités raciales.*
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